



Mr. Edward C. "Pete" Aldridge, Jr. New Under Secretary of Defense for Acquisition, Technology & Logistics

On May 11, 2001, Mr. Edward C. "Pete" Aldridge, Jr. was sworn in as Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). As USD(AT&L), he is responsible for all matters relating to Department of Defense acquisition, research and development, logistics, advanced technology, international programs, environmental security, nuclear, chemical and biological programs, and the industrial base.

Mr. Aldridge has outlined five goals for acquisition, technology and logistics:

- Restore the credibility and effectiveness of the acquisition and logistics support process
- Strengthen the Defense industrial base
- Leverage technologies for the long term with greater science and technology funding
- Rationalize weapons programs with the national security strategy
- Improve the quality and morale of the acquisition, technology and logistics workforce, while addressing the large number of upcoming workforce retirements

Mr. Aldridge will bring over three decades of government and Defense industry expertise together as USD(AT&L). Prior to his appointment by President Bush, he was chief executive officer of The Aerospace Corporation. He has held numerous other positions in the Defense industry, including:

president of McDonnell Douglas Electronic Systems Company (1988-1992), System Planning Corporation and LTV Aerospace Corporation.

Mr. Aldridge is no stranger to the Pentagon. He served as the 16th Secretary of the Air Force from 1986 to 1988. As Under Secretary of the Air Force from 1981 to 1986, he was responsible for providing overall direction, guidance and supervision for the National Reconnaissance Office and the Air Force space program. He also was an astronaut in training as a payload specialist on the first planned mission from Vandenberg Air Force Base, Calif., which was cancelled following the Challenger space shuttle accident. Mr. Aldridge also has held positions with the Office of the Secretary of Defense, Office of the Assistant Secretary of Defense for Program Analysis and Evaluation, Office of the Assistant Secretary of Defense for Systems Analysis and the Office of Management and Budget.

Mr. Aldridge has held leadership positions in a number of defense and aerospace-related groups. Among his leadership roles are: former president and fellow, American Institute of Aeronautics and Astronautics (AIAA) and chair, AIAA Foundation Board; member, Defense Science Board; National Director and Life Member, Air Force Association; and member of the Board of Directors, Air Force

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New Commercial Panel Named

The General Accounting Office recently named a 12-member panel of experts to study the policies and procedures of the entire outsourcing process. Mr. Edward C. "Pete" Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), was appointed to the new Commercial Activities Panel.

The Commercial Activities Panel, mandated by Section 832 of the Floyd D. Spence National Defense Authorization Act for 2001, first convened in Washington on May 8, 2001. After periodic meetings throughout the year, the panel will provide recommendations to Congress by May 1, 2002.

The panel is expected to study the following outsourcing issues:

1. Procedures for determining whether functions should continue to be performed by government personnel
2. Procedures for comparing costs of performance of functions by government personnel, and the costs of performance of such functions by federal contractors
3. Implementation by DoD of the Federal Activities Inventory Reform Act of 1998
4. Procedures of the DoD for public/private competitions pursuant to the Office of Management and Budget (OMB) Circular A-76

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House Subcommittee Reviews Contract Services Acquisition

Contract services are now the government's greatest single spending category, accounting for 43 percent of government contracting. However, acquisition reform efforts so far have largely focused on products and systems. Witnesses at a May 22, 2001 oversight hearing of the House of Representatives Subcommittee on Technology and Procurement Policy, discussed the progress made in contract services acquisition reform and how that progress can be increased.

Subcommittee chairman, Representative Tom Davis (R-VA), opened the hearing by highlighting progress made in bringing commercial best practices to products and systems acquisition. "Unfortunately, there are many indications that the way government contracts for services has not matched the practices of the private sector," he said.

Representative Davis asked agencies to explore increasing use of share-in-savings contracts and cooperative purchasing off the General Services Administration (GSA) Schedule and asked the General Accounting Office (GAO) to develop a report for the Subcommittee on how agencies are utilizing and reporting performance-based contracting efforts. He also expressed concern about the upcoming retirements in the civilian acquisition, technology and logistics workforce.

Mr. David Cooper, Director, Acquisition Sourcing and Management, GAO, described the evolving acquisition environment, challenges confronting the Government in acquiring services and efforts underway to address those challenges.

Mr. Cooper said contract services acquisition growth is driven by the government's increased purchases of information technology services and professional, administrative and management support services. This growth has coincided with a 21-percent decrease in the federal workforce and increased multi-agency purchases, multiple-award contracts and use of schedules. With these changes, contract management still needs to be improved, Mr. Cooper said. Improving contract management goes hand-in-hand with strategic capital management, which GAO has designated a government-wide risk area. "The government must face the twin challenges of improving its acquisition of services while simultaneously addressing human capital issues. One cannot be done without the other."

Mr. David Oliver, then Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics, spoke from the DoD perspective. DoD spends almost equal amounts on equipment and services. Therefore, emphasis on services acquisition is increasing. DoD has focused on:

- Performance-based service acquisition
- Better training for the acquisition workforce
- More inventive acquisitions, including use of electronic commerce.

DoD recently issued policies to clarify techniques for service contracting. The policy clarifications are designed to:

- Ensure DoD takes full advantage of the potential for competition in multiple-award task order contracting
- Ensure proper tracking of DoD funds spent by others
- Develop, in conjunction with other government agencies, better management procedures for Government-Wide Acquisition Contracts and Multi-Agency Contracts.

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Commercial Panel

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Chaired by Comptroller General David Walker, the Commercial Activities Panel includes a balanced group of representatives from labor groups, academia, contractors, DoD and OMB. The panel members include:

- Mr. Pete Aldridge, USD(AT&L)
- Mr. Stan Soloway, president, Professional Services Council, and former Deputy Under Secretary of Defense for Acquisition Reform
- Mr. Frank Camm, senior economist, RAND
- Mr. Mark Filteau, president, Johnson Controls World Services
- Mr. Stephen Goldsmith, former mayor of Indianapolis
- Mr. Bobby Harnage, Sr., national president, American Federation of Government Employees
- Ms. Colleen Kelley, national president, National Treasury Employees Union
- Mr. Sean O'Keefe, deputy director, OMB
- Former Sen. David Pryor (D-AR), director, Institute of Politics, Harvard University
- Dr. Robert Tobias, adjunct professor and director of the Institute for the Study of Public Policy Implementation, American University
- Ms. Kay Coles James, director, Office of Personnel Management.

Go to <http://www.gao.gov/a76panel/> for more information on the panel and its activities.

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Defense Systems Management College Alumni Association Symposium

[Note. The Defense Systems Management College Alumni Association has a policy of non-attribution for press coverage of its symposiums.]

Alumni, staff, faculty, and associates of the Defense Systems Management College Alumni Association (DSMCAA) assembled for the Eighteenth Annual Acquisition Symposium, June 4-7, 2001, at Fort Belvoir, VA. This year's symposium theme, "Partnerships in Progress," celebrated two major milestones — the Defense Acquisition University's (DAU) 10th anniversary, and the Defense Systems Management College's (DSMC) 30th anniversary.

Founded in 1971 by the late David Packard while he was Deputy Secretary of Defense, DSMC is an educational institution promoting systems management excellence through education, research, consulting, and information dissemination. Over the years, the student population has grown from 46 original students to over 9,000 per year in Fiscal Year 2000. More than 140,000 military and civilian personnel, and managers from various defense industry corporations, have attended courses at Fort Belvoir and other locations throughout the country.

DAU originally operated as a consortium of several military Service and Defense Agencies schools offering acquisition-related courses as part of their curricula. In 2000, DAU transitioned to a unified organization dedicated to the professional development of the acquisition, technology and logistics workforce (AT&LWF).

Ms. Maureen Fino, Vice President, DSMCAA opened the Symposium with the first-ever DSMCAA

golf tournament. To kick off the following day's anniversary program activities, Mr. Mark Salesky, President, DSMCAA, and Col. (P) James Moran, Commandant, DSMC and Vice President, DAU, welcomed symposium attendees and gave special recognition to former school commandants, faculty and staff.

Mr. Frank Anderson, President, DAU, gave the first address of the symposium. He discussed how DAU is increasing the learning experience opportunities for the AT&LWF, while simultaneously keeping costs down.

In a keynote address, Mr. Edward "Pete" Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics, said the theme for his office will be "acquisition excellence."

Mr. Keith Charles, Director, Acquisition, Technology and Logistics Workforce Management, discussed human resource strategic planning for the AT&LWF. Maj. Gen. Joseph Bergantz, United States Army, Program Executive Officer, Aviation, discussed how aviation meets the needs of the Army transformation to the "Objective Force."

Day three of the symposium focused on the implementation of the Defense Acquisition Workforce Improvement Act through a series of workshops that included:

- New Policies in DoD 5000
- Program Manager Community of Practice
- Alpha Contracting

- Performance Based Logistics
- Acquisition Strategies for the New 5000
- Action Learning for Program Management
- Understanding the Current DoD Budget
- DoD Software Acquisition Management Update
- The Challenges of Manufacturing Night Vision Products for both Military and Commercial Customers
- Earned Value Management
- Test and Evaluation
- Modeling and Simulation for Research Development and Acquisition
- Understanding Working Capital Funds
- Implementing Worldwide Logistics Support

The final day of the conference presented panels discussing "Partnerships in Progress." The first panel was a "Congressional Discussion Group," and the second panel consisted of a "Program Manager Discussion Group."

The Eighteenth Annual Acquisition Symposium successfully highlighted DAU's and DSMC's commitment to continue serving the Defense acquisition, technology and logistics community. For more information, log on to the DAU web site: <http://www.dau.mil>, the DSMC web site: <http://www.dsmc.dsm.mil>, or the DSMCAA web site: <http://www.dsmcaa.org>.

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Col. (P) James Moran: DSMC's 16th Commandant

Col. (P) James R. Moran assumed duties as the 16th Commandant of the Defense Systems Management College (DSMC) on April 1, 2001. He arrives at DSMC after serving as project manager of the Abrams Tank System for nearly three years. The new commandant succeeds Brig. Gen. Frank Anderson, who retired from the US Air Force in October 2000.

DSMC was established in 1971 to provide systems acquisition education and training for the people responsible for acquiring weapon systems. Located at Fort Belvoir, VA, the College offers advanced courses of study designed to prepare selected military officers and civilians for responsible positions in program management and other associated acquisition functions. As DSMC Commandant, Col. (P) Moran oversees the College's mission to promote and support the adoption and practice of sound systems management principles by the acquisition, technology and logistics workforce (AT&LWF). Col. (P) Moran also serves as Vice President, Defense Acquisition University (DAU) with responsibility for all training provided by DAU to the AT&LWF.

Col. (P) Moran has received numerous awards and decorations including: the Legion of Merit, Meritorious Service Medal (with two oak leaf clusters), the Army Commendation Medal (with four oak leaf clusters), the US and German Army Parachute Badges, the US Air Force Space Badge, and the Army Staff Identification Badge.

He is a graduate of the United States Military Academy and holds a Master of Science in Mechanical Engineering from the Air Force Institute of Technology and a Master of Science in National Resource Strategy. His military education includes completion of the Materiel Acquisition Management Course, the United States Army Command and General Staff College, the DSMC Program Management Course, and the Industrial College of the Armed Forces.

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Third Simulation Based Acquisition Conference Focuses on 'Enablers'

As part of DoD's continuing efforts to implement Simulation Based Acquisition (SBA), the National Defense Industrial Association and the Director of Interoperability, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)) sponsored a third SBA Conference in May 2001, structured around a set of ten "enabler classes."

A key component of the DoD acquisition process improvement strategy, SBA calls for the robust, collaborative use of modeling and simulation (M&S) technologies and tools across all acquisition phases and across programs. SBA goals include: substantially reduce the time, resources, and risk associated with the entire acquisition process; increase the quality, military worth and supportability of fielded systems while reducing total ownership costs (TOC) throughout the life cycle; and enable Integrated Product and Process Development across the entire acquisition life cycle. SBA is now a requirement to be addressed in each program's acquisition strategy as specified in the latest version of the DoD-5000 series of DoD acquisition directives, instructions and regulations.

The conference's theme, "Enabling the 21st Century Acquisition Enterprise," facilitated discussion of current SBA and related Departmental efforts and key enablers — the implementation policies and strategies, key technology elements, and personnel and cultural requirements needed to further their impact. The conference also examined industry and weapon program successes using some of the techniques advocated within SBA, and their related economic and programmatic benefits.

Over 200 key DoD and industry leaders responsible for product acquisition and/or development attended the conference. All participants were interested in gaining a better understanding of SBA's vision, policies, and proven techniques that will assist them in achieving DoD cycle time and TOC reduction goals.

The conference included a mix of keynote presentations, tutorials, and displays. Much of the event was structured around ten enabler classes for advanced acquisition environments:

1. **"Policy, law and organizational changes"** provide management functions for advanced acquisition environments and remove structural barriers.
2. **"Process changes"** establish or evolve the processes used in various professional disciplines to optimize their effectiveness under advanced acquisition environment concepts.

3. **"Standards for data interchange"** provide the basis for efficient communication and minimization of costs incurred in sharing of complex information among diverse parties involved in an extended enterprise.
4. **"Standards for M&S software application interoperability"** define the technical architecture(s), including associated application programming interfaces, rules and conventions, to allow effective, coherent exchange of information among the software models & simulations used by various organizations and professional disciplines.
5. **"Authoritative information sources"** provide the information/data needed to support advanced acquisition environments.
6. **"Capable, reusable models and simulations"** are key software tools required to

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—Dr. Vitalij Garber, Director of Interoperability, OUSD(AT&L)

- support advanced acquisition environments.
7. **"Means to manage collaboration and multi-domain optimization"** to support the distributed multi-dimensional cooperative activities required to support acquisitions within and across programs.
8. **"Means to identify, protect and obtain reusable resources"** (e.g., information/data, software applications, software components, analysis results) make advanced acquisition environments economically feasible by avoiding the costly duplicative development/procurement of such resources.
9. **"Business case evidence"** supports decisions regarding commitments to establish and use advanced acquisition environments.
10. **"Education, motivation and evolution of workforce"** enablers allow the development of the human skills and behaviors needed in advanced acquisition environments.

Dr. Vitalij Garber, Director of Interoperability, OUSD(AT&L), provided the opening presentation and said, "without robust, collaborative use of modeling and simulation, it would be impossible to build affordable, effective systems for our country." Dr. Garber further stated, "We are pioneers

on this journey. This is a continuous process and challenge." He challenged the audience to improve in two areas:

1. Consistency across services and agencies
2. Flexibility in implementation: This requires building on the existing capabilities in Industry and the Services.

The next presentation was given by Dr. Patricia Sanders, Deputy for Test, Simulation, and Evaluation, Ballistic Missile Defense Organization (BMDO). Dr. Sanders said that BMDO has successfully used SBA, resulting in "an unprecedented quality of enterprise-wide, collaborative decision-making." She claims that "SBA is working at BMDO due to: hiring the right people; developing an integrated test strategy; refining the core model set; implementing software acquisition processes; emphasizing verification, validation and accreditation; and supporting standardization."

Captain James Hollenbach, United States Navy (Retired), president, Simulation Strategies, Inc., oriented the audience to a "framework for enabling SBA." He said that the enablers are "building blocks," and acquisition leaders should perform a "gap analysis" to determine which SBA enablers are "(1) in hand; (2) are working/emerging; or (3) not yet addressed."

Mr. Frank Cappuccio, vice president, Joint Strike Fighter (JSF) Program, Lockheed Martin Corporation, said, "the savings are there" with SBA. He stated that the Lockheed Martin JSF Program has "achieved a 50 plus percent reduction in acquisition cycle time and cost via M&S, and the savings have been incorporated into our proposal bid." Mr. Cappuccio believes SBA can improve the acquisition process only if it is fully embraced by all stakeholders, and has the commitment of leadership. Mr. Cappuccio concluded his remarks by saying that "partnership and model sharing with the Government is critical for success."

Lt. Gen. Leslie Kenne, Commander, Electronic Systems Center, Air Force Material Command, focused her keynote presentation on the relevance of SBA to design, development, integration, training and test and evaluation of command and control components. She said the complexity of today's operational environment and its associated developmental costs requires a synthetic environment and urged the audience to "go out and be missionaries [for SBA], and make this happen. It will make a difference."

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warfighter.net: A DoD Online Superstore

While many private sector firms and government agencies have only recently tapped into the potential of electronic commerce, the Defense Supply Center Philadelphia's (DSCP) Clothing & Textiles (C&T) Directorate has been there from virtually the beginning. For six years, C&T has provided online "one stop shopping" through warfighter.net and its predecessor, ASCOT. With \$141 million in sales in fiscal year 2000, warfighter.net provides U.S. troops, DoD and Federal civilian customers with over 7,000 products, including uniforms, shoes, combat fatigues, chemical protective gear, mattresses, tents and even ecclesiastical dress for chaplains. Clearly, DSCP recognized early on that online retailing is no longer an option, but a business requirement. DSCP sold more than \$1 billion in clothing and textiles last year, and 10 percent of the orders came through online requisitioning.

In 1995, C&T developed, in-house at a cost of only \$160,000, an online bulletin board that incorporated their catalog. In less than a year, it evolved into a cataloging and ordering system serving as a "front door" for the existing mainframe system that eliminated data entry for the customers and vastly speeds and simplifies purchases. Now, buyers can go online, see a digital image of entire products or replacement parts, get prices, pay with the Military Standard Billing System or their government purchase card, and receive shipment sooner than before. Like commercial web retailers, warfighter.net provides mini-catalogs (designed to save time by showcasing particular kinds of items), and order status and tracking.

Evidence shows that warfighter.net has been a huge success. Sales grew 600 percent since 1997, and from 1999 to 2000, net sales increased by \$91.3 million. Still, C&T envisions more potential growth opportunities for warfighter.net. This year, C&T will introduce a commercial off-the-shelf system to update its online catalog and retail operation, and begin accepting personal credit cards from authorized DoD customers. For more information, go to <http://www.warfighter.net/>.

DSCP, which annually buys about \$5.4 billion worth of food, clothing, textiles, medicines, medical equipment, general and industrial supplies and services, is one of three Inventory Control Points within the Defense Logistics Agency.

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EC Day 2001: Revolution in eBusiness Affairs

"Electronic commerce (EC) has changed DoD's culture and business practices in ways never imagined." With those words, Ms. Claudia "Scottie" Knott, Director, Defense Electronic Business Program Office, opened EC Day 2001: "Revolution in eBusiness [Electronic Business] Affairs."

Sponsored by DoD Electronic Business Program Office and the Government Electronics and Information Technology Association (GEIA), the fourth annual EC Day took place June 7 at the Hilton Alexandria Mark Center, Alexandria, VA.

EC Day 2001 was the stage for the "virtual birth" of the Defense Electronic Business Program Office. This virtual event symbolized the office's name change from Joint Electronic Commerce Program Office to Defense Electronic Business Program Office. Ms. Knott said the name change was due to the transition from EC functions of buying and paying to eBusiness functions such as acquisition, logistics, human resources and other functional areas.

EC Day 2001 featured the presentation of the third annual EC Day Awards for the EC initiatives of 2000. DoD experts judged 77 nominations in four categories. Award winners were: Electronic Solicitation – Navy, Naval Facilities Engineering Command (Best DoD Web Site Implementation); Defense Medical Logistics Standards Support (Best EC Pioneer); Electronic Reverse Accounting Project Team (Best EC Team (DoD/Industry) – Small Business); and In-Transit Visibility of Vendor Direct Pharmaceuticals (Best EC Team (DoD/Industry) – Large Business).

Mr. Dave McCurdy, former US congressman and current President, Electronic Industries Alliance, began the opening session with the industry perspective on DoD eBusiness. "We need a robust defense industry that makes a profit [to take full advantage of eBusiness]," he said.

The second speaker, Lt. Gen. Harry Raduege, US Air Force, Director, Defense Information Systems Agency, urged the audience to "remember why we're doing this – to remain persuasive in peace and decisive in war." He called eBusiness a significant opportunity to provide seamless support to the warfighter. He noted DoD's leadership with initiatives such as the Central Contractor Registry and Electronic Document Access.

The third speaker, Lt. Gen. Henry Glisson, US Army, Director, Defense Logistics Agency, said eBusiness is not just about technology. It is about

the right policy and standards, business cooperation and partnerships.

The fourth speaker, Dr. Linton Wells II, Acting Assistant Secretary of Defense for Command, Control, Communications and Intelligence, called the potential savings from eBusiness "extraordinary." He called on DoD to have a discussion on the right balance between access and security in pursuing eBusiness opportunities.

Two keynote speakers, one from Government and one from industry, followed. The Government keynote speaker, Mr. Edward C. "Pete" Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics, called eBusiness a key enabler to reaching DoD business initiatives. In turn, he named five key excellence enablers for eBusiness:

- Reducing focus on individual systems and establishing a total systems perspective
- Reducing cycle time for implementation
- Improving processes, creating faster improvements
- Linking human resources to configuration management
- Monitoring progress with metrics

"If we are successful," Mr. Aldridge concluded, "We will increase taxpayer confidence in our resource management."

The industry keynote speaker was Mr. Al Lepeau, Operations Manager, East Coast Business Customer Sales, Hewlett-Packard. He spoke about the uncertainty that accompanies eBusiness. "Some people will jump in first; some people hesitate," he said. Lepeau commented on the role of change in eBusiness and suggested one way to cope with change. "Hone your skills today, so you can navigate the unknown tomorrow."

EC Day events included nine pre-event tutorials focusing on various technical topics, presentations from DoD components on their eBusiness initiatives, 10 technical sessions, over 30 electronic commerce exhibits from industry and government and a "Hardball" panel of industry and government representatives. For more information on the Defense Electronic Business Program Office and EC Day 2001, go to <http://www.defenselink.mil/acq/ebusiness>.

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Air Force Continues to Put 'ADR First'

The phrase, "I'll see you in court!" is heard less in Air Force contracting these days due to the increased use of alternative dispute resolution (ADR) approaches. The term ADR covers methods of resolving disputes other than litigation, such as conciliation, facilitation, mediation, neutral case evaluation, arbitration, settlement conferences and consensus building. By using ADR techniques, the costs, in both money and time, of resolving personnel and contract disputes can often be greatly reduced. In 1999, the Air Force adopted the "ADR First" policy, resulting in resolved contract issues valued at approximately \$1 billion. Between 1999 and 2000, the Air Force had a four-fold increase in ADR activity; resolved

37 out of 38 contract appeals using ADR; had a 97 percent resolution rate; and reduced resolution cycle time by 50 percent.

While the Air Force has made significant progress with ADR, still more can be accomplished, according to Ms. Darleen Druyun, Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management. Ms. Druyun recently said, "the Air Force is taking the 'A' out of ADR by making ADR forums the primary and preferred method for resolving contract issues that have not been resolved through normal negotiation process."

To take Air Force ADR to an even higher level of performance, Ms. Druyun contacted the heads of 17 companies that collectively represent more than

half of all procurement dollars awarded by the Air Force last year. Ms. Druyun asked each company to designate senior officials as "ADR champions" for their organization, and asked each CEO to select employees to attend an Air Force ADR conference in San Antonio, TX, on April 17-19, 2001.

Senior Air Force officials and commanders were matched up with the industry representatives attending the conference. The Air Force announced a number of new ADR initiatives to the attendees:

- **Contractor past performance:** The Air Force is amending its current guidance to reward contractors who timely identify and resolve issues.
- **Reporting requirements:** During major program reviews of certain weapon systems, program offices must identify any issues pending more than 12 months to determine if ADR can speed up the resolution.
- **Settlement funding:** The Air Force intends to create a pilot program to fund settlements of \$10 million or less.
- **Increase access to the judgment fund:** The Air Force plans to work with the Office of the Secretary of Defense to reintroduce an initiative giving greater access to the judgment fund for ADR-related settlements.
- **Joint training:** The Air Force is challenging industry to take a leading role to develop joint negotiations and ADR training.
- **Recognition program:** The Air Force plans to recognize Air Force and industry people and organizations for their contributions to the ADR program.
- **Promote a uniform use of ADR in the Defense Department:** The Air Force will work with OSD and the military branches to fund support costs associated with implementing ADR programs.

In the past two years, the Air Force has demonstrated that ADR is an effective business tool available to the contracting officer and program manager to resolve controversial contract issues at the earliest stage feasible, by the most efficient and least expensive method possible, and at the lowest possible organization. For more information on this program, go to the Air Force's ADR homepage at <http://www.adr.af.mil/>.

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Services Acquisition Hearings

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Mr. Oliver addressed share-in-savings authority in DoD. DoD is concerned with the issue of funding authority relative to share-in-savings, both for termination liability protection and to ensure that funds spent for payment in savings are the right funds.

Mr. David Drabkin, Deputy Associate Administrator, Office of Government-Wide Policy, GSA, addressed the many changes brought about by acquisition reform and GSA's acquisition training and performance-based initiatives.

Mr. Steven Kelman, Professor of Public Management, Harvard University, John F. Kennedy School of Government, suggested legislation that would enable more share-in-savings contracts.

Industry representatives from the Professional Services Council, a trade association of professional and technical service providers to the federal government, and the Contract Services Association of America, a trade association of government service contractors, testified. In addition, the Acquisition Reform Working Group, an industry alliance concerned with acquisition reform issues, submitted a written statement for the record. They recommended steps such as re-evaluating the role of the Services Contract Act as it relates to mid-to-high-end services acquisitions and extending the same authority to civilian agencies that DoD currently has to purchase services under FAR Part 12.

For further information on the hearing and complete witness testimony, go to <http://www.house.gov/reform/tapps/hearings.htm>, scroll to the May 22, 2001 hearing and look under "Witness List." Links are provided to all testimony.

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UPCOMING EVENTS

Acquisition and Logistics Excellence Week 2001: "From Reform to Excellence," is scheduled for **September 10-14, 2001**. Events will be held at acquisition centers throughout the nation. The event will begin on September 10 with a kickoff in the Pentagon where senior DoD leadership will address the acquisition, technology and logistics community. This will be followed by a multi-service acquisition, technology and logistics training day around the country and at the **Defense Systems Management College at Fort Belvoir, VA**. Registration is required to participate in events. For more information, consult your service acquisition website or <http://www.acq.osd.mil/aleweek2001>.



The Program Executive Officer/System Commander's (PEO/SYSCOM) Conference, will be held **October 24-26, 2001** at the **Defense Systems Management College**. Tutorials will be the highlight of the day preceding the conference. The conference itself will provide the DoD Senior leadership an opportunity to interact with the Senior Materiel and Systems Commanders. Go to <http://www.acq.osd.mil/dsac/conferm.htm> for information on the agenda and registration.

Acquisition Management Framework Chart

The recently updated "Defense Acquisition Management Framework Chart" is now available. The chart, designed as a training aid, provides a pictorial roadmap of activities throughout the defense systems acquisition life cycle — from "cradle to grave." It incorporates best practices and the policy changes in DoD 5000 series documents published in October 2000 and January 2001.

Chart rows represent the process followed by each of the following functional disciplines:

- Program management and leadership
- Earned value management
- Contract management
- Funds management
- Systems engineering
- Software acquisition management
- Test and evaluation
- Manufacturing and production
- Logistics management

Chart columns represent the total effort underway at pre-systems acquisition, systems acquisition and sustainment.

Get your copy of the new wall chart at http://www.dau.mil/pubs/chart3000/ch_3000.btm. Copies of the chart on the Web are provided in three different Portable Document Format (PDF – Adobe Acrobat) files. Military and government employees can obtain a single, full-size (32"x38") color copy by faxing their request on official stationery to: (703) 805-3726; or by sending a written request to the following address: Defense Acquisition University, ATTN: ASCL (Publications/Distribution), 9820 Belvoir Road STE 3, Fort Belvoir, VA 22060-5565.

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SBA Conference

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Ms. Eileen Roberson, then Navy Acquisition Reform Executive, proposed a strategy to achieve synergy among the many organizations in government, industry and academia that are actively seeking to improve the system acquisition/product development process. She asserted that transitioning to the advanced acquisition concepts envisioned by SBA is an imperative; DoD has no other choice.

Lt. Gen. Paul Kern, Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, and Director, Army Acquisition Corps, said the Army intends to "be a world leader in M&S, and to continually improve Army effectiveness through a disciplined collaborative environment. The Army, which broadens the scope of SBA with the Simulation and Modeling for Acquisition, Requirements and Training (SMART) initiative, is transitioning towards becoming a lighter and more mobile "Objective Force" by the end of the decade. "This creates a sense of urgency," said LTG Kern. "The Objective Force is the new Army after the Cold War, and we cannot get there without M&S."

Col. (P) James Moran, Commandant, Defense System Management College and Vice President, Defense Acquisition University (DAU), focused his remarks on educating the acquisition workforce, particularly program managers. The new commandant said the number of DAU courses in M&S has doubled since 1997. DAU is currently developing new program manager courses that will more effectively incorporate SBA tools and principles.

SBA, rather than just a simple catchphrase, is now a permanent fixture in DoD acquisition policy and has effectively demonstrated the ability to reduce risks, ownership costs and time cycles, while simultaneously improving the quality and military utility of weapon systems.

For copies of conference presentations, go to <http://www.dtic.mil/ndia/2001sbac/2001sbac.html>. For more information on SBA, go to <http://www.msiac.dmsi.mil/sba/>.

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FedBizOpps has been designated as the single source for federal government procurement opportunities that exceed \$25,000. Federal agencies have until October 1, 2001 to complete their transition to, or integration with, FedBizOpps. This system currently posts procurement opportunities on its Internet site and will eventually receive proposals electronically. Find out more at <http://www.fedbizopps.gov>.

The Defense Environmental Network and Information Exchange (DENIX) provides information and guidance on Environmental, Safety and Occupational Health policies and programs within DoD. All members of DoD are entitled to a DENIX account. Apply for one at <https://www.denix.osd.mil>. Please note that your browser must support a minimum of 128-bit data encryption to access this site.

The Program Manager's WorkStation (PMWS) software is available at the Best Manufacturing Practices Center of Excellence web site. It is an electronic suite of three tools; the Best Manufacturing Practices Database, Technical Risk Identification and Mitigation System (TRIMS) and KnowHow. These tools can help Program Managers make informed decisions through all phases of product development from concept, to production and beyond. PMWS software can be downloaded at <http://www.bmpcoe.org/pmws/index.html>.

These and all web sites spotlighted in this column can be linked directly from our "Other AR Sites" page on the web site: <http://www.acq.osd.mil/ar>. It's the most comprehensive listing of AR-related sites anywhere on the web. . .

Bookmark it!

—AR—

Aldridge

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Academy Foundation. His awards and honors include the Secretary of Defense Meritorious Civilian Service Award, the Department of Defense Distinguished Civilian Service Award and the Department of Defense Distinguished Public Service Award.

Mr. Aldridge earned a Bachelor's of Science degree from Texas A&M University and a Master's of Science degree from the Georgia Institute of Technology. Both degrees were in aeronautical engineering.

Strategic Partnerships Improve DAU Training

The world of DoD education and training is changing dramatically. The Defense Acquisition University (DAU) is establishing strategic partnerships with civilian and other government training sources, including new programs with Florida Institute of Technology, George Mason University and Mary Washington College.

As DoD's corporate university, DAU provides a full range of basic, intermediate, advanced, and assignment-specific courses to support the career goals and professional development of the acquisition, technology and logistics workforce (AT&LWF). DAU's current strategic focus is on optimizing available resources, while balancing and integrating the following growth challenges:

1. Reduce the cost and time of training;
2. Expand the reach of training;
3. Improve the quality of training.

Mr. Frank Anderson, President, DAU believes the strategic partnership initiative provides a unique opportunity for DAU to meet these growth challenges by teaming with external organizations

to "push the acquisition training envelope." DAU is actively fostering and entering into mutually beneficial agreements with other government agencies, the private sector, educational institutions and professional associations. Mr. Anderson recently said, "These partnerships...provide more choices for the acquisition community."

DAU is better able to equip the AT&LWF in support of the warfighter by working with its strategic partners to:

- Reduce training costs on a per-student basis;
- Modernize its existing training offerings;
- Expand its student reach;
- Improve training quality.

Strategic partnerships support these objectives by enhancing DAU's resources. "The primary benefit of these alliances," Mr. Anderson said, "is the ability to build new synergy and leverage existing capabilities...especially in areas where we have large concentrations of the acquisition [technology and logistics] workforce, with little or no capital investment. This greatly increases the value of past

and existing training, and provides a greater return on investment."

ESI International, George Washington University School of Business and Public Management, and DAU allow students to credit DAU training towards their Joint Master's Certificate in one of four areas: Project Management, Information Technology, Government Contracting, and Commercial Contracting. Other current strategic alliances allow students to leverage DAU training towards receiving Graduate Certificates, including:

- Frontier Technology, Inc.
- Florida Institute of Technology
- George Mason University
- Johns Hopkins University
- Mary Washington College
- Northern Virginia Community College

For more information on DAU strategic alliances, contact paul.mcmahon@dau.mil or log on to <http://www.dau.mil>. For more information on the Joint Master's Certificate Program, log on to <http://www.esi-intl.com>. —AR—



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